

NOTICE OF MEETING

Meeting: CORPORATE OVERVIEW AND SCRUTINY PANEL

Date and Time: THURSDAY, 21 SEPTEMBER 2017, AT 9.30 AM*

Place: COMMITTEE ROOM 1, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - ask for Andy Rogers
Email: andy.rogers@nfdc.gov.uk

PUBLIC PARTICIPATION:

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 25 May 2017 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. ORGANISATIONAL STRATEGY (Pages 1 - 12)

To note and discuss the draft Organisational Strategy for 2017 – 2022 and make any recommendations to the Cabinet.

5. FINANCIAL UPDATE 2017/18 AND MEDIUM TERM OUTLOOK (Pages 13 - 20)

To note a financial update and 2017/18 Medium Term Outlook.

6. KEY ACTIONS AND SERVICE REVIEW PROGRAMME - UPDATE REPORT (Pages 21 - 24)

To note the progress of the Service Review Programme.

7. WORK PROGRAMME (Pages 25 - 28)

(a) To consider the Panel's future Work Programme, including any reviews of previous work undertaken; and

(b) To receive any updates on Task and Finish Group work.

8. PORTFOLIO HOLDERS' UPDATES

An opportunity for the Portfolio Holders to provide an update to the Panel on any issues.

9. MEETING DATES 2018/2019 MUNICIPAL YEAR

The Panel is requested to fix its meeting dates for 2018/19. The following dates are suggested (all Thursdays at 9.30 a.m.):

21 June 2018
20 September 2018
22 November 2018
17 January 2019
14 March 2019

10. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To: **Councillors:**

M R Harris (Chairman)
M A Steele (Vice-Chairman)
A R Alvey
W G Andrews
M J Kendal

Councillors:

Mrs A E McEvoy
A D O'Sullivan
A K Penson
D B Tipp
C A Wise

CABINET – 6 SEPTEMBER 2017

PORTFOLIO: LEADER'S

EMPLOYEE ENGAGEMENT PANEL – 7 SEPTEMBER 2017

CORPORATE OVERVIEW AND SCRUTINY PANEL – 21 SEPTEMBER 2017

ORGANISATIONAL STRATEGY (DRAFT) 2017- 2022

1. PURPOSE OF REPORT

- 1.1 To approve a draft Organisational Strategy to form the basis of consultation with the Employee Engagement Panel and members.

2. INTRODUCTION

- 2.1 The aim of this Organisational strategy is to set out the Council's approach and plans for the future delivery of services, demonstrating how this will support the corporate plan. It will provide the framework for discussions and decisions on future operating models.
- 2.2 The draft Organisational Strategy is set out at Appendix 1 for approval by Cabinet.
- 2.3 Following Cabinet approval of the draft strategy it is proposed to consult with the Employee Engagement Panel. The Corporate Overview and Scrutiny Panel will have an opportunity to review the Strategy before a final draft is submitted to the Cabinet for approval in October.

3. FINANCIAL IMPLICATIONS

- 3.1 One of the key challenges that set the context for this strategy is the continued reduction in finances.

4. CRIME AND DISORDER, ENVIRONMENTAL, EQUALITY AND DIVERSITY IMPLICATIONS

- 4.1 None arising directly from this report.

5. LEADER'S COMMENTS

- 5.1 I am pleased that the Strategy makes clear our aims and progress for the future.

6. RECOMMENDATIONS

- 6.1 That the draft Organisational Strategy 2017-2022 attached as Appendix 1 to this report be approved to form the basis for consultations.

FOR FURTHER INFORMATION CONTACT:

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BACKGROUND PAPERS

Attached



Organisational Strategy

2017—2022



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Introduction

The Organisational Strategy sets out our vision and purpose, what is requiring us to change where we are now, where we want to be in the future, and what we need to do to get there. It is a strategy for how the Council will need to change over the next 4 years to respond to the Financial, Political, Social and Technological influences which will impact upon New Forest District Council.

It is a strategy for change that is required to assist in meeting our objectives so does not contain detail for all our services. Detailed activities and performance measures for delivering this strategy and for key 'business as usual' activity are in the Council's Service Plans.

This strategy has been put together to provide a framework to inform the way we plan and deliver services. It encompasses the vision and purpose upon which the future development of services and operations should be based.

Bob Jackson

Chief Executive

Our Vision, Priorities and Values

We believe that the New Forest is a unique and special place to live, work, visit and enjoy. With this acknowledgement in 2016 the Council produced its corporate plan setting out the contribution to be made by the District Council.

Our Vision

Our aim is to secure a better future for the New Forest by:

- Supporting local businesses to prosper for the benefit of the community
- Assisting the wellbeing of those people who live and work within the District
- Protecting the special and unique character of the New Forest.

Our Priorities:



Underpinned by:



Our Values

We will be **ambitious** in our desire to work for and with our local communities. We are **financially responsible** with the public funds made available to us and we will be **innovative** and **customer focused** in how we improve outcomes for our community. We will be **collaborative** in our working and are **proud** to work for and with others to represent the best interests of our unique and special place. We will be **open** in our approach and with our plans to deliver our aims and priorities.

Delivering our priorities

Despite the significant changes that have occurred in the organisation as a result of less funding we have continued to perform well against our Corporate Plan priorities. The highlights of which are set out below.



OUR PERFORMANCE 2016/17

Our vision: To secure a better future for the New Forest

Helping local business grow

- The level of employment rose to **82,700**; an increase of 4,300 on the previous year, which is a **3%** increase.
- **21 New Forest businesses** celebrated their success at the eleventh annual New Forest Brilliance in Business awards.
- Over **£90,000** has been generated in the district by tv and film activity in the first year of our partnership with Creative England.



More homes for local people

- **299 households** from the homesearch register were rehoused in 2016/17.
- The **£5.8 million** North Milton project was completed, and **21 new homes** were provided.
- Public consultation on the draft Local Plan was carried out

	2015/16	2016/17	Δ
Total number of additional homes built	738	754	+16
Number of affordable homes built	31	136	+105



Service outcomes for the community

- 24 hour monitoring of **56 CCTV cameras**: responding to **1,075 incidents**, assisting in **48 arrests**.
- "RemindMe", a text message glass reminder service, was launched. **10,000+ residents** have signed-up.
- **200** disabled facility grants awarded allowing people to remain in their own homes.

	2015/16	2016/17	Δ
Percentage of household waste sent for reuse, recycling and composting	32%	35%	+
Cost of waste collection per household	£48.54	£49.40	+£0.86
Health & Leisure centre membership	7,575	7,616	+41



Protecting the local character of our place

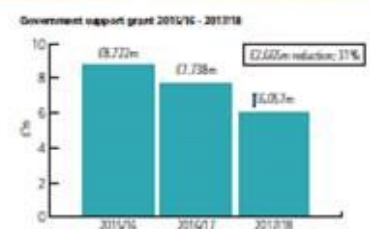
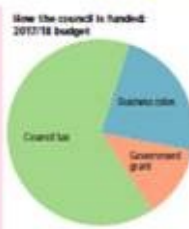
- The annual community litter-pick was supported by **245 volunteers**
- We removed over **10 tonnes** of metal from World War II invasion defences at Hordle cliff beach.
- Cut **500,000 square metres** of grass every week during the grass cutting season.
- Removed **60 abandoned vehicles**



Living within our means

- A balanced budget for 2017/18 was set, including **£2.6m** of on-going savings and income generation.
- Council Tax was set at **£163.36** per annum, equivalent to £3.14 per week (average band D property).
- Collected over **£100million in council tax** on behalf of Hampshire County Council, The Police and Crime Commissioner, the Fire Service, town and parish councils, as well as ourselves

	2015/16	2016/17	2017/18
General fund budget - £ million	16,327	17,791	16,387
Reduction	-	-	9.5%



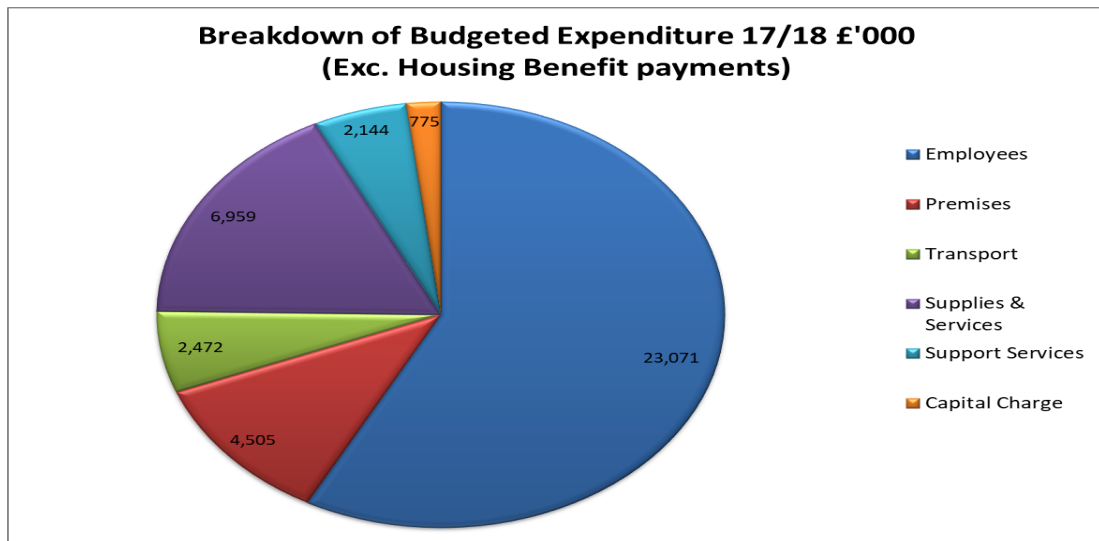
Working with others to achieve more

- Awarded **£459,500** in grants to local community and charity groups.
- Chairman's volunteer awards celebrated **12 individuals and organisations**.
- Planning permission for **27 new rural affordable homes** was granted as part of our work with the Hampshire Alliance for Rural Affordable Housing.



Where are we now

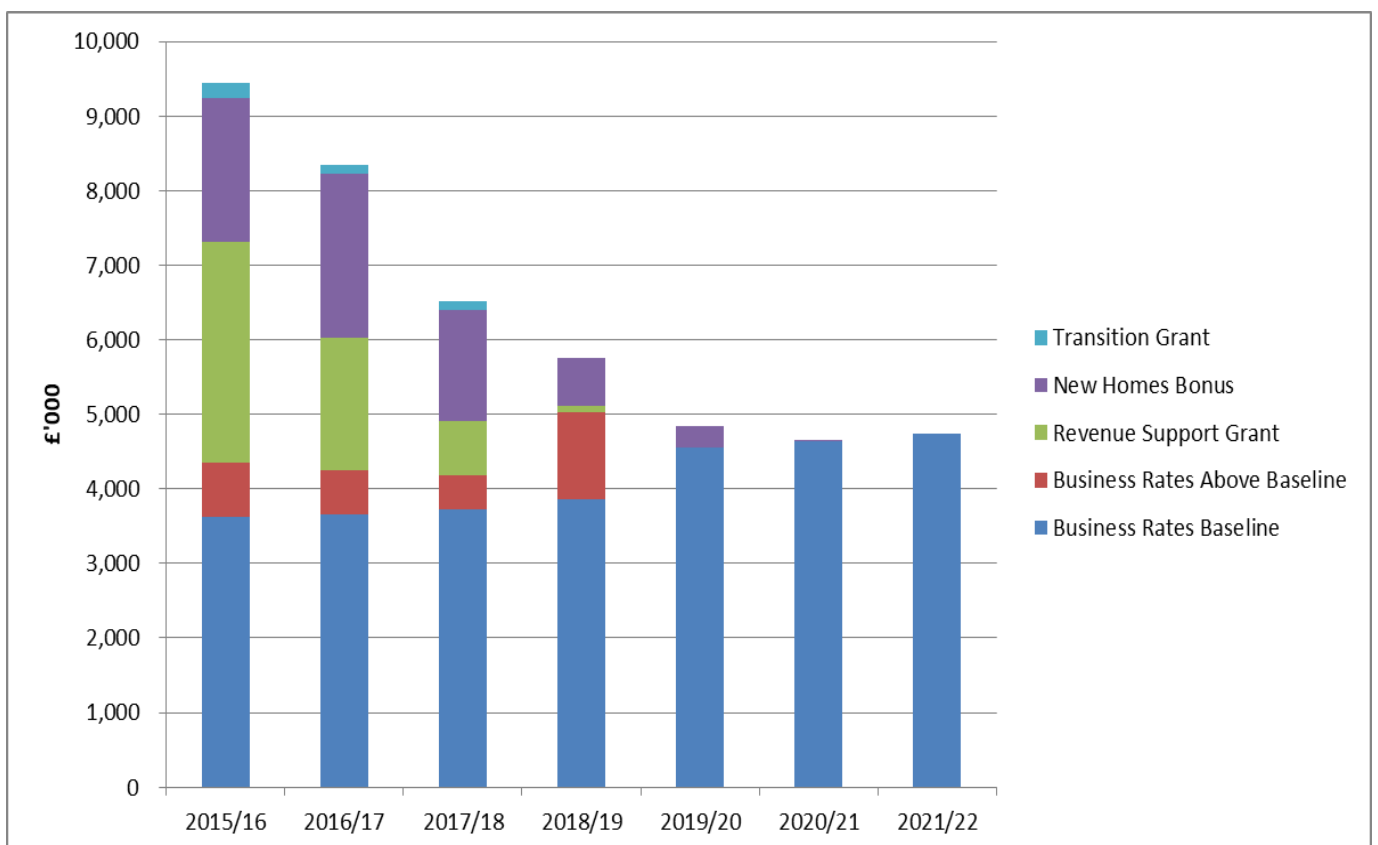
This section summarises our current position.



Reduced Funding

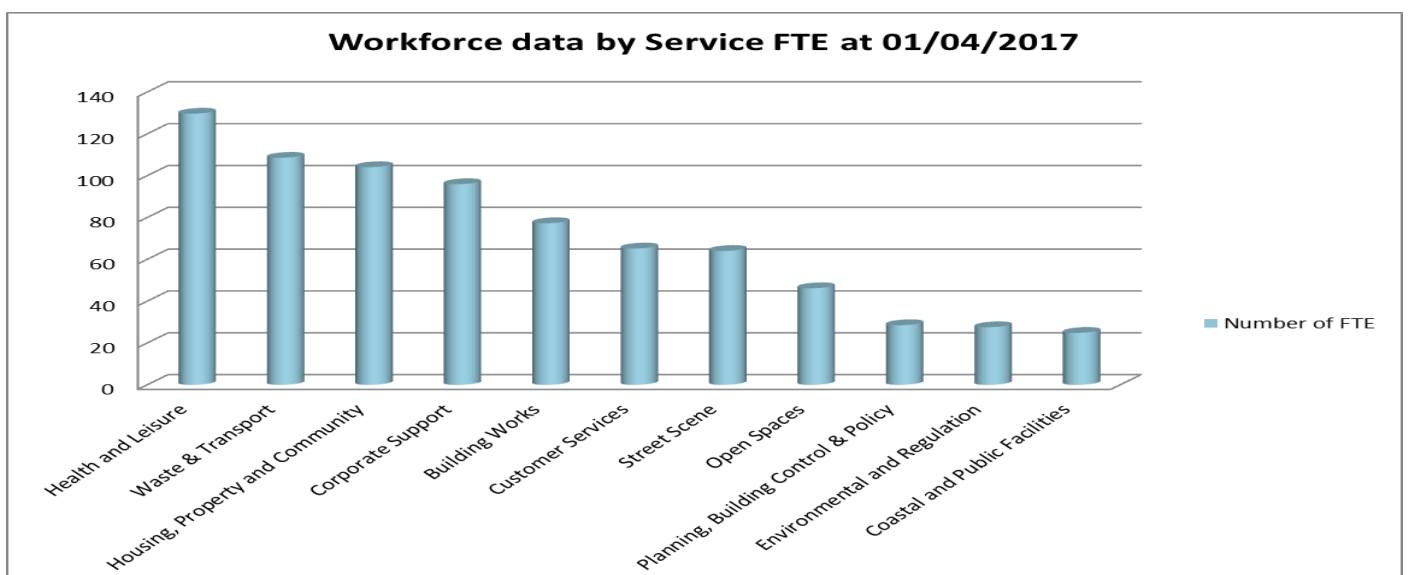
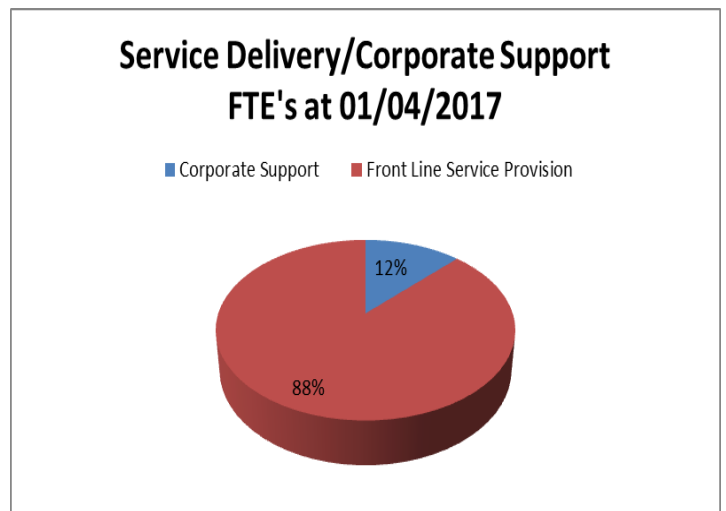
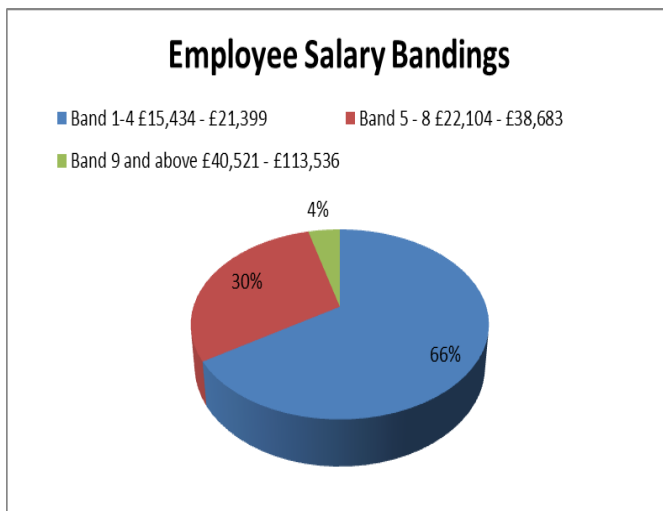
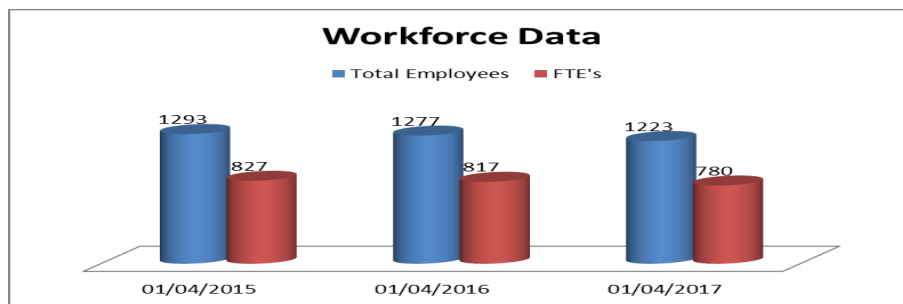
Reduced funding is reflected in a smaller budget and the need for a sustainable financial savings programme. Over the period covered by the Medium Term Financial Plan we anticipate funding will reduce by £1.8m (27%) in addition to the £2.9m reduction since 2015/16 (total of 50%).

Our Government Determined Resources



Reduced Management and Workforce

- Senior management and workforce has reduced to meet financial constraints
- The cost of the workforce is expected to rise.
- There is increasing pressure for the 1% pay cap to be removed in the public sector. The current pay claim from the unions is standing at 5% across the board.
- Recruitment to many skilled roles is becoming more difficult as local growth in cost of living and public sector pay are not in step.
- The council continues to be committed to offering apprentice opportunities in many areas of work.
- The profile of Local Government will not attract in particular younger people if it is seen as staid and inflexible. Modern methods of working will be necessary to attract tech savvy and ambitious individuals.



Technological Opportunities and Risks

Opportunities

- Allows services to be delivered in new and more cost effective ways
- Enables access to online transactional services, which makes life simple and more convenient for customers and business
- Frees staff to work in new and more flexible ways
- These opportunities should contribute towards financial benefit

Risks

- Resilience
- Performance

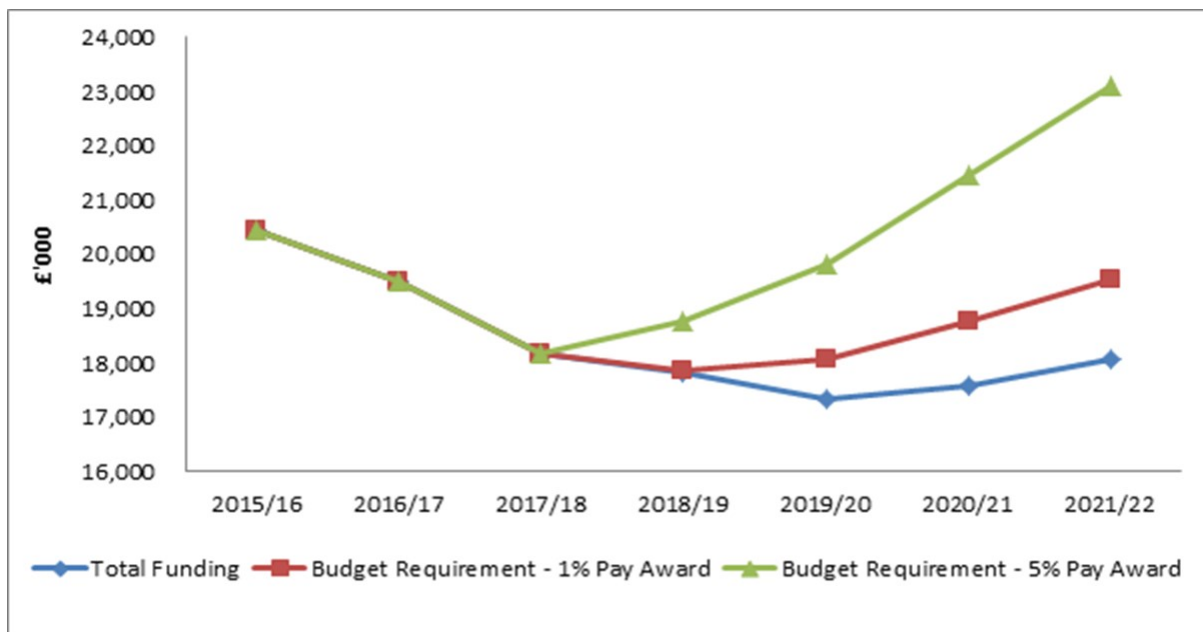
Customer Expectations

- Evidence indicates that our customer expectations do not reflect our reduced spending. People still expect high performance and a full service despite the reductions that have to be made.
- The demand for openness from public bodies including Freedom of Information Requests is high.

Why do we need to change

It is getting more difficult to deliver the broad range and quality of services we are currently providing in house due to:

- Reduced government funding and smaller budgets
- A smaller workforce where it is becoming more difficult to maintain a broad range of skills. The affordability of housing and public sector pay restraint has made it more difficult to retain and recruit staff.
- Customer expectations are for high performance despite reduced funding.
- Opportunities and risks are provided by the challenge of new technology
- The provision of all capability and capacity through an in house workforce in the future is not sustainable.



Where do we want to be in 2022

We need to be clear about where we want to be so we can effectively plan to get there, not just aim to change a bit each year. We want to be:

- Delivering our vision and priorities
- A provider of good services where residents, council taxpayers and customers are satisfied
- A resilient and efficient organisation that can provide local services to the community
- An organisation that lives within its means

How will we get there

To get to where we want to be will require us to make the best use of our resources in delivering our Corporate Plan, requiring us to:

- Identify the full cost of all the services we provide.
- Meet our customers' needs by commissioning service outcomes that will likely include more of a diverse mix of in house, shared and private service providers, based upon who ever delivers the best outcome.
- Review and revise our service standards in line with customer and Council priorities, balancing budgets across all our services.
- Have a workforce which is agile and skilled and able to offer a significant level of local resilience

CORPORATE OVERVIEW SCRUTINY PANEL – 21 SEPTEMBER 2017

FINANCIAL UPDATE 2017/18 AND MEDIUM TERM OUTLOOK

1. Purpose of Report

- 1.1 This report provides the Panel with an update on the latest position with regards to the 2017/18 budget, confirms the current assumptions made within the forecast for the 2018/19 budget and medium term, and gives the panel an update on the Council's Treasury Management position.

2. Background

- 2.1 There are two types of financial reports that are presented to the Cabinet throughout the year. The Financial Monitoring Reports (FMR) focus on the current year's performance and provide a forecast budget outturn, and the Medium Term Financial Plan (MTFP) reports give updates on the current forecast budget position over a 3-4 year period, allowing for known and estimated funding and budget changes. Often items featured in the FMR's feed into the MTFP, if the adjustments are on-going.
- 2.2 In February 2017, at the same time as setting the 2017/18 budget, the Council approved the Treasury Management strategy covering 2017/18 – 2019/20. A Treasury Management progress report was reviewed by the Audit Committee in August 2017, and an outturn report is reviewed each June.

3. Latest Position 2017/18

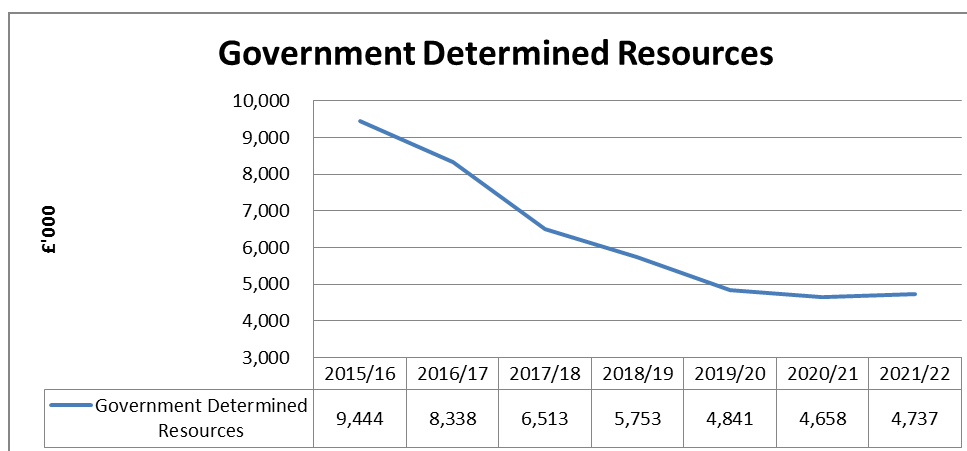
- 3.1 A General Fund budget of £16.587m for 2017/18 was agreed by the Council in February 2017. This budget was £604k lower than the base budget for 2016/17, despite pay, pension and price increases of £937k.
- 3.2 The 2017/18 budget included a £5 increase to Band D Council Tax. Appendix 1 provides a breakdown of the New Forest Council Tax on a pro-rata basis per Portfolio level service/cost area.
- 3.3 The first FMR of the year (Aug Cabinet) identified budget savings of £499k and new budget requirements of £567k. The FMR also included rephasings of £1.146m and the bringing of offsetting budgets into 2017/18 (use of earmarked reserves) totalling £1.296m.
- 3.4 Table 1 summarises the change in budget position as a result of the reported variations, outlined above. The Cabinet report listed the variations on an individual basis.

Table 1

	Savings £'000	New Req. £'000	Rephasing £'000	Total £'000
Original Budget April 2017/18				16,587
Portfolio / Committee Items	-245	325	253	333
AMG / Asset Replacement	-254	80	496	322
Business Development / Third Party	0	162	397	559
	-499	567	1,146	17,801
Transfer from Earmarked Reserves		-150	-1,146	-1,296
Updated Budget July 2017				16,505

4. Latest Assumptions 2018/19

4.1 The latest funding forecast includes for a reduction in Government Determined Resources when comparing 17/18 to 18/19 of £760k (12%), with further reductions to come over the medium term:



4.2 Council Tax is now the Council's main funding source, in 2017/18 representing 64% of the Council's funding. An assumed increase for 2018/19 of £5 (equivalent to 3.06%) has been allowed for in the MTFP assumptions, which is forecast to generate an additional £353k. A baseline adjustment is also made (£57k), reflecting the number of new homes in the district. This total increased Council Tax yield reduces the net funding shortfall down to £350k.

4.3 As of July expected Pay & Price increases for 2018/19, including the additional costs associated with the band 1-4 pay review and £8.00 minimum pay point, are £921k. At this point the total budget gap for 2017/18 is (£350k + £921k) £1.271m. If the pay award exceeds the 1% currently allowed for, for each additional 1% that is applied, the budget gap increases by £220k (although there is a slim possibility of increased

Government funding as the public sector across the Country will have insufficient funds to cover the national implication).

4.4 Latest forecast savings and additional income generation for 2018/19 total £1.005m:

	£'000
• Year 2 Service Management Budget Stabilisation	480
• Delivery Plan Reviews	100
• Reduction in Asset Maintenance / Equipment Replacement Resources	80
• Interest Earnings	150
• Previously approved reviews / projects	45
• Development Control Income	150
	1,005

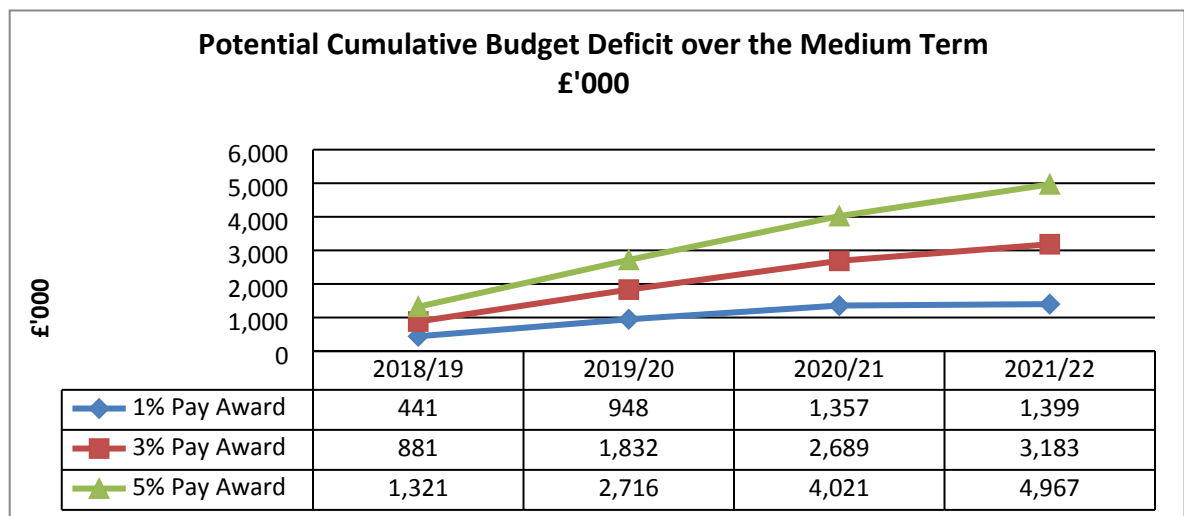
4.5 Additional resource requirements in order to fulfil strategy implementation and a shortfall in Land Charges income also need to be built into the budget assumptions, at a cost of £175k.

4.6 The current forecast position therefore for 2018/19, is a deficit of £441k:

	£'000
• Government Determined Resources	-760
• Council Tax	+410
• Pay / Pension / Price Increases	-921
• Savings / Income	1,005
• Additional Requirements	-175
	-441

4.7 The £5 Council Tax is clearly subject to agreement, the £1.05m savings / income all need to be finalised and delivered and the Pay Award level for 2018/19 is yet to be agreed. Additional to this is the likely requirement to allocate budget to fund more fundamental review consultation and ensure sufficient and appropriately skilled resource is in place to meet the ICT strategy.

4.8 It is likely that the Council will need to face some difficult decisions going forward in relation to the scale of operation, type of service delivery, and the fees it levies on its services, as the position over the Medium Term results in some extremely difficult financial challenges ahead:



4.9 The October Medium Term Financial Plan will need to expand on the 5 point plan as initially included in the July report, confirming a greater focus on the services provided and their alignment with the corporate plan, a wider consideration of the best operational business model, maximisation of income and a move towards more efficient methods of customer interaction, to ensure financial sustainability over the Medium Term period.



4.10 The annual Budget Task & Finish Group will convene late September, and will challenge the performance, financial assumptions and aspirations of each of the Portfolio Holders, keeping in mind the difficult financial challenges ahead.

5. Asset Maintenance and Replacement (AMR) Programme 2017/18 and 2018/19

5.1 This panel reviewed and recommended to the Cabinet the proposed AMR programme for 2017/18 at its meeting in December 2016. The original programme budget for 2017/18 ultimately agreed in February 2017 was £2.380m included within the General Fund. The revised programme for 2017/18, taking into account the rephasings from 2016/17, and following a review of project requirements, now totals £3.295m. Also approved along the same route were projects totalling £836k, funded via use of reserves.

5.2 The proposed make-up of the 2018/19 budget includes £2.3m for the Asset Maintenance and Replacement Programme from revenue, and £750k from reserves, in support of the year 2 'ICT Protect and Maintain Frontline Service Delivery' programme, established as part of the 2017/18 budget setting.

	£'000
• Offices, Depots and Outlying Buildings (inc. PC's)	450
• Health & Leisure	500
• ICT	200
• Vehicles and Plant	1,050
• Non-core project fund (to be bid against)	200
• Proportion of Programme to be recharged to HRA	-100
	2,300

5.3 Officers will be drawing up their programmes to fit in with parameters as above, to be reviewed by EMT, and brought back to this Panel for review before inclusion in the 2018/19 budget.

6. Capital Programme 2017/18 and 2018/19

6.1 This Panel reviewed and recommended to the Cabinet the proposed General Fund Capital Programme for 2017/18 at its meeting in December 2016. The original programme budget for 2017/18 ultimately agreed in February 2017 was £5.976m. The revised programme for 2017/18, taking into account the rephasings from 2016/17, and following a review of project requirements, now totals £7.788m.

6.2 Officers will be drawing up their programmes, to be reviewed by EMT, and brought back to this panel for review before inclusion in the 2018/19 budget.

7. Treasury Management Update

7.1 Hampshire County Council's Investments & Borrowing Team has been contracted to manage the Council's treasury management balances since March 2014 but overall responsibility for treasury management remains with the Council. No treasury management activity is without risk; the effective identification and management of risk are integral to the Council's treasury management objectives.

7.2 The Council has an investment portfolio consisting of reserves and short-term cash flows. The Council is currently investing according to a low risk, high quality lending list as outlined in its Treasury Management Strategy.

7.3 Given the increasing risk and continued low returns from short-term unsecured bank investments, it is the Council's aim to further diversify into more secure and/or higher yielding asset classes. The majority of the Council's surplus cash was previously invested in short-term unsecured bank deposits, certificates of deposit and money market funds.

7.4 The Council's investment holding was £72.86m principal at 31 July 2017, which is £9.45m (14.9%) higher than the same time last year. Table 2 shows investment activity for the Council as at 31 July 2017. Asset values have been used rather than principal values to provide a better comparison to the reported investment activity as at 31 March 2017.

Table 2

Investments	Asset value on 31/03/2017 £m	Asset value on 31/07/2017 £m	Average Rate/Yield on 31/07/17 %	Average Life on 31/07/17 years
Short term Investments				
- Banks and Building Societies:				
- Unsecured	7.0	15.6	0.34	0.27
- Secured	8.8	10.9	0.65	0.40
- Money Market Funds	12.3	5.5	0.23	0.00
- Local Authorities	12.0	18.0	0.73	0.45
- Corporate Bonds	2.6	1.5	0.66	0.38
	42.7	51.5	0.54	0.35
Long term investments				
- Banks and Building Societies:				
- Secured	11.8	10.5	0.62	2.10
- Local Authorities	3.0	3.0	1.17	2.14
	14.8	13.5	0.74	2.11
High yield investments				
- Pooled Property Funds*	3.2	4.1	4.44	n/a
- Pooled Equity Funds*	2.1	2.1	6.96	n/a
- Pooled Multi Asset Funds**	-	2.0	n/a	n/a
	5.3	8.2	5.27	n/a
TOTAL INVESTMENTS	62.8	73.2	0.99	0.72
Increase/ (Decrease) in Investments £m		10.4		

* Yield represents the average of each investment's most recent dividend payment as a percentage of the asset value.

** Due to the short period of time invested in this fund (initial investment was 29 June 2017), income yields are not yet available.

7.5 The Council has invested in further high yield investments by increasing its investments in the pooled property fund asset class, and by investing in pooled multi-asset funds. The strategy for 2017/18 allowed for a limit of up to £25m for long term investments, and it is intended that this will be reached before the end of the calendar year (currently £13.5m + £8.2m = £21.7m).

7.6 The investments in pooled property, equity and multi-asset funds allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. The funds which are operated on a variable net asset value (VNAV) basis offer diversification of investment risk, coupled with the services of a professional fund manager; they also offer enhanced returns over the longer term but are more volatile in the short-term. All of the Council's pooled fund investments are in the fund's distributing share classes which pay out the income generated.

7.7 Although money can be redeemed from the pooled funds at short notice, the Council's intention is to hold them for at least the medium term. Their performance and suitability in meeting the Council's investment objectives are monitored regularly and discussed with Arlingclose, the Council's Treasury Advisors.

7.8 The investments held have a relationship with the value of the Council's usable reserves as well as including fluctuations in cash balances as a result of the Council's role as a collection authority. As a result of the 2016/17 outturn, the usable reserve balances increased by £7.477m, to the levels as shown below:

	Gen. Fund £m	HRA £m	TOTAL £m
• Working Reserve	3.0	1.0	4.0
• Earmarked Reserves	3.4	21.3	24.7
• Capital Programme Reserve	12.1		12.1
• Capital Receipts Reserve	0.8	6.8	7.6
	19.3	29.1	48.4
• CIL Unapplied			0.8
• DCs Unapplied			3.3
			52.5

7.9 The original budget for 2017/18 includes assumptions that £1.1m will be utilised to fund specific revenue projects, £7.5m will be used to finance the Capital programme, and the rephased budgets held in earmarked reserves at the year-end now added to the 2017/18 budget total £3.2m.

8. Crime & Disorder / Equality & Diversity / Environmental Implications

8.1 There are no implications as a direct result of this report.

9. Recommendations

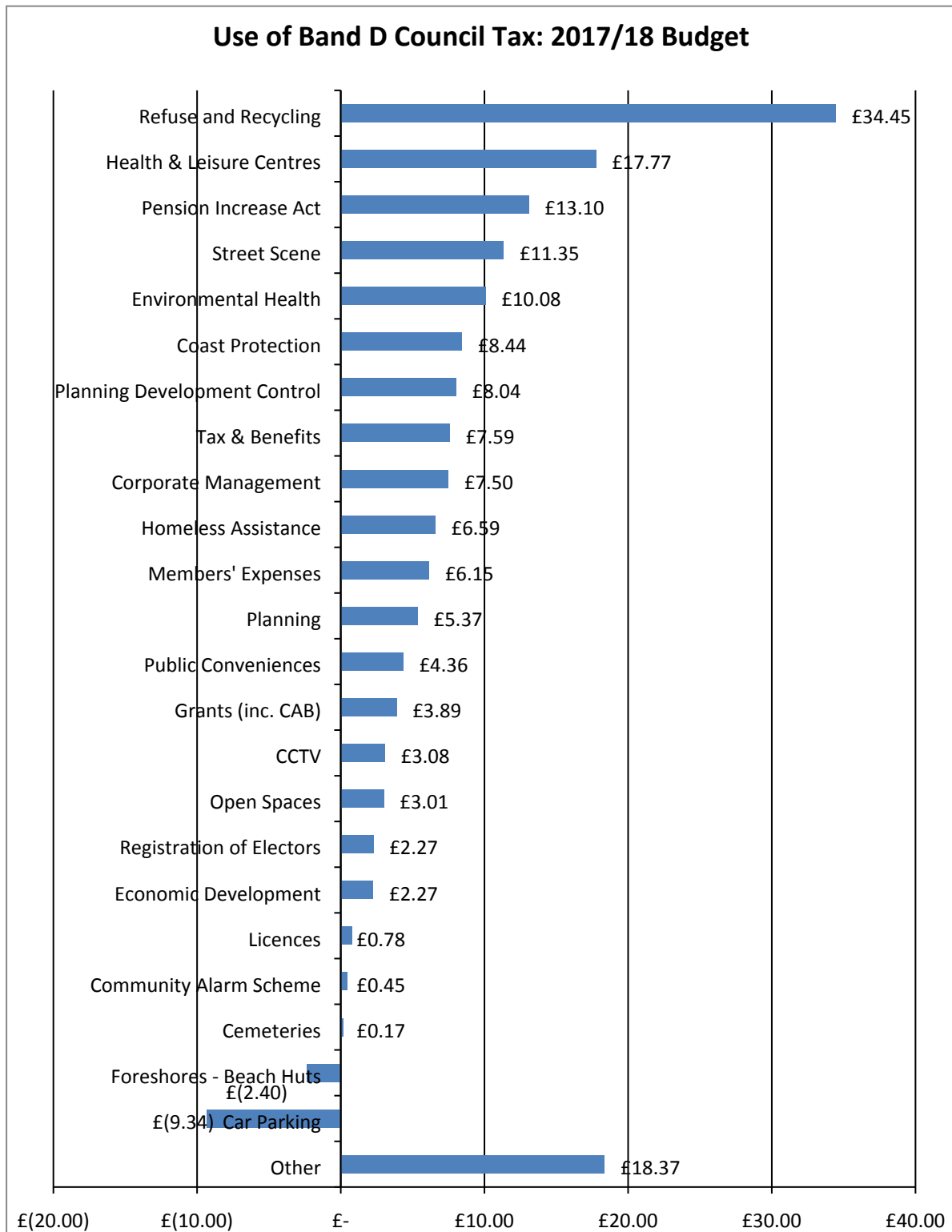
9.1 That the Panel note the contents of this report, and feedbacks any relevant comments for inclusion in the October MTFP report to the Cabinet.

For Further Information Please Contact:

Alan Bethune
Service Manager – Finance & Audit
Telephone: (023) 8028 5588
E-mail: Alan.Bethune@nfdc.gov.uk

Background Papers:

MTFP – 5 July 2017
FMR – 2 August 2017



CORPORATE OVERVIEW & SCRUTINY – 21 SEPTEMBER 2017

KEY ACTIONS AND SERVICE REVIEW PROGRAMME – UPDATE REPORT

1. INTRODUCTION & PURPOSE

- 1.1 The corporate plan included a delivery plan which set out a number of key actions and reviews to help contribute to the priorities set. The delivery plan was set out against the background of continued funding reductions and was updated to include reviews for 2017/18
- 1.2 This report provides an update on the work being undertaken as part of the regular monitoring of the delivery plan.

2. KEY DELIVERY ACTIONS AND SERVICE REVIEWS

- 2.1 The tables set out key delivery actions and service reviews appropriate to each of the overview and scrutiny panels and provide progress updates where available. To ensure a corporate overview of reviews corporate overview and scrutiny panel are receiving progress updates for each review, where other panels will receive updates on reviews pertinent to that panel only.

CORPORATE OVERVIEW & SCRUTINY PANEL

Service Review and Terms of Reference		Progress Update
GR.1	Financial Strategy <i>To develop a strategic financial plan that is sustainable for the long term</i>	Initial work on the development of the strategy to 2022 has now commenced off the back of the July Medium Term Financial Plan.
GR.2	Income Generation Strategy <i>Delivery of income generation strategy including commercial investment</i>	Leads are being reviewed and the team are actively searching the market for appropriate investment opportunities in line with the strategy.
GR.3	Member Support <i>To review the current democratic process to ensure that the links between the Council and local communities meet the needs of local people</i>	Member Task & Finish Group has now been set up with the first meeting held in July. The T&F Group agreed that a survey of members should be undertaken as the first stage of the review, which will be carried out during August. The next meeting of the T&F Group will take place early in September.
GR.4	Internal Audit	Interim management arrangements have been put in place with a further fuller review to be undertaken early 2018.
PH.4	Tax & Benefits <i>Review in light of changes arising from Universal Credit implementation</i>	Universal Credit is now live with the full service in the Totton area. Roll-out for the rest of the district commences from May 2018 and migration from existing benefits to UC will commence from 2019. Migration is due to be completed by 2022. The introduction of Universal Credit is proving to be demanding on resources, which will continue to be monitored. An update report will

		be presented to EMT in October with a subsequent update to Corporate Overview & Scrutiny Panel in November, which will likely go on to Cabinet in December 2017.
O.4	Accommodation Strategy <i>Develop an accommodation strategy to include operational sites to meet the future needs of the Council</i>	An accommodation strategy will be developed in 2018/19, to include Lymington Town Hall and depots.
R.1	Performance Management <i>Review of Performance Management framework</i>	A review of the current arrangements is underway with a report to EMT in November 2017.
R.2	Digital Service Delivery <i>Improved service delivery through modernised working</i>	The ICT strategy is being reviewed in light of the development of the organisational and financial strategy
R.3	Pay & Reward <i>To determine a fit for purpose pay & reward strategy.</i>	The review of bands 1-4 has been completed and actioned with effect from 1 July. This means the lowest hourly rate for any member of staff is now £8. The organisational strategy will be presented to Cabinet in September.
R.4	Building Works <i>Service delivery review to challenge existing model and maximise outcomes for the council and the customer, including optimising revenue potential and ensuring efficiency and effectiveness of the department</i>	Phase 2 service review which includes stores is currently underway reporting back to EMT and scoping of the operational review will be discussed with EMT in September. Forming part of the fundamental review a report was presented to EMT on 21/03/2017 and again on 24/04/2017 to confirm the Building Works budgets and agree the charging mechanism to its clients (predominantly the Housing Revenue Account) for the 2017/18 financial year. These reports are being presented to EMT.
R.5	Customer Strategy <i>To transform the way customers access our services, through the better use of digital service delivery.</i>	Direction of Travel and the procurement of a solution are being developed in line with the organisational strategy.

ENVIRONMENT OVERVIEW & SCRUTINY PANEL

Service Review and Terms of Reference		Progress Update
PH.1	Local Plan <i>Local plan consultation and draft submission for adoption</i>	In progress and an interim report will be received by Cabinet in September 2017.
PH.3	Building Control <i>Service delivery review of the Building Control service.</i>	Review is in progress and the direction of travel being determined.
PH.5	Planning Service <i>To review resources taking into account Housing White Paper and the Local Plan.</i>	Review is ongoing and now awaiting changes in guidance and legislation, including the white paper and fee setting, originally delayed as a result of the general election.
O.1	Waste & Recycling <i>Determine strategy including outcomes of the county wide Project Integra review</i>	A minor management restructure in waste and transportation has taken place and changes as a result of the review of bring banks have been

		implemented.
0.3	Enforcement Activity (Streetscene) <i>Identify opportunities for joining up enforcement activities of visible officers</i>	Review is underway and a management restructure has been undertaken. A further report will be received by EMT in November. A review of shift patterns has seen in an increase in enforcement activity.
0.5	Coastal <i>Ongoing identification and review of coastal schemes and funding arrangements</i>	Development of the application for funding of the Hurst Spit Recharge project has progressed significantly through the coastal team, along with input by the Environment Agency. The funding application (FRM7) will be submitted to the EA during September 2017, with a decision on approval expected by November 2017.

COMMUNITY OVERVIEW & SCRUTINY PANEL

Service Review and Terms of Reference		Progress Update
PH.2	Housing Strategy <i>Review the Councils policy for the provision of all types of housing in the context of the Local Plan review, the recent Housing White Paper, the Councils role as a social landlord and the needs of all residents of the District.</i>	Draft strategy will be reported to EMT in September followed by Community Overview & Scrutiny Panel and Cabinet in October 2017.
0.2	Health & Leisure Centres <i>Service delivery review to challenge existing arrangements and maximise outcomes for the council and the customer in the longer term</i>	A task and finish group from the Community Overview and Scrutiny Panel has been set up and will meet in August with terms of reference to be agreed.

2.2 Savings arising from the reviews will directly contribute to the funding shortfall identified in the medium term financial plan. These have not yet been quantified for 2017/18.

2.3 Reviews will continue to be monitored and reported upon to ensure they are progressing and that objectives of the review are being met.

3. FINANCIAL IMPLICATIONS

3.1 A clear focus of the reviews is continued financial responsibility with a view to easing funding pressures.

4. RECOMMENDATIONS

4.1 That the Corporate Overview & Scrutiny Panel note the progress updates contained within this report.

For Further Information Please Contact: **Background Papers**

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Annual Performance and Provisional Outturn

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Report 2016/17 – Cabinet July 2017
Our corporate plan 2016-2020 Delivery Plan
Cabinet Report Feb 2016

WORK PROGRAMME 2017/18

ITEM	OBJECTIVE	METHOD	TIMING	LEAD OFFICER
SEPTEMBER 2017				
Financial Monitoring Report and Medium Term Financial Plan		Officer report	21 September 2017	Alan Bethune
Electoral Review	To consider whether the Council should request the LGBCE to undertake an electoral review	Task and Finish Group	Ongoing/Update in Autumn after Local Plan figures known	Rosemary Rutins
National Farmers Union Presentation on Agricultural Industry in the New Forest	To supplement and inform the Panel's Business Support Scrutiny Function	Presentation from National Farmers Union	September/November 2017	External
NOVEMBER 2017				
Customer Services Review	Progress report	Officer report	16 November 2017	Rebecca Drummond
Financial Monitoring and Medium Term Financial Plan		Officer report	16 November 2017	Alan Bethune
Citizens' Advice Bureau (CAB)	To agree new management arrangements and related issues; including Grant	Task and Finish Group meeting on 21 July and on further dates as required	November report to Panel	Ryan Stevens

ITEMS BELOW NOT YET TIMETABLED OR ARE ONGOING

<p>“Marine and Engineering”/Export of Goods and Services</p> <p>A high value sector which has a number of established and substantial businesses in the District. Explore ways to assist the sector and exports generally</p>	<p>To assist in the development of this and other sectors, encouraging co-operation and assisting with access to trade fairs</p>	<p>Report to Panel</p>	<p>Ongoing. May/September</p>	<p>Matt Callaghan</p>
<p>Property Investment Strategy</p>		<p>Task and Finish Group</p>	<p>Ongoing</p>	<p>Andrew Smith</p>
<p>Care Sector</p>	<p>Explore ways to assist the Sector</p>	<p>Officer Report in March 2017</p>	<p>Ongoing</p>	<p>Matt Callaghan</p>
<p>Council Tax Reduction Task and Finish Group</p>	<p>To review the Council Tax Reduction Scheme for persons on low income, and other exemptions</p>	<p>Task and Finish Group Meetings on 24 July, 14 August and 2 October</p>	<p>Report to Panel in Autumn</p>	<p>Ryan Stevens</p>
<p>Budget Task and Finish Group</p>	<p>To review the Council’s future Budget Strategy</p>	<p>Task and Finish Group</p>	<p>Report to Panel November or January TBC</p>	<p>Rebecca Drummond/ Alan Bethune/ Andy Rogers</p>
<p>Democratic Engagement</p>	<p>To consider ways to enhance democratic engagement</p>	<p>Officer Report/Task and Finish Group</p>	<p>Meeting summer 2017</p>	<p>Rosemary Rutins</p>

<p>“Regions”</p> <p>Continue engagement/ collaboration with HCC/LEPS or any other external public agency, including reference to the Hampshire-wide devolution proposal</p>	<p>To effectively facilitate good relationships with these agencies in order to produce beneficial outcomes in the District</p>	<p>Report documenting progress with LEPs and business portal</p> <p>HCC element via Leader updates</p>	<p>2017/18</p>	<p>TBC</p>
<p>Access to alternative funding sources for voluntary organisations and parish/town councils</p>	<p>To explore opportunities</p>	<p>Officer written report</p>	<p>2017/18 committee cycle</p>	<p>TBC</p>
<p>Devolution – Wider Hampshire</p>	<p>Monitor progress with regard to devolution</p>	<p>Regular update from Leader</p>	<p>At appropriate times</p>	<p>TBC</p>
<p>Universal Credit update</p>	<p>To be aware of issues arising</p>	<p>Regular update from Finance & Efficiency Portfolio Holder</p>	<p>At appropriate times</p>	<p>TBC</p>
<p>Portfolio Holders’ Updates (Standing Item) Updates from Task and Finish Groups</p>				

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